

The • Judge • Advocate • General's • Department • 21st • Century





Air Force Mission

*To defend the United States and protect its interests through
aerospace power*

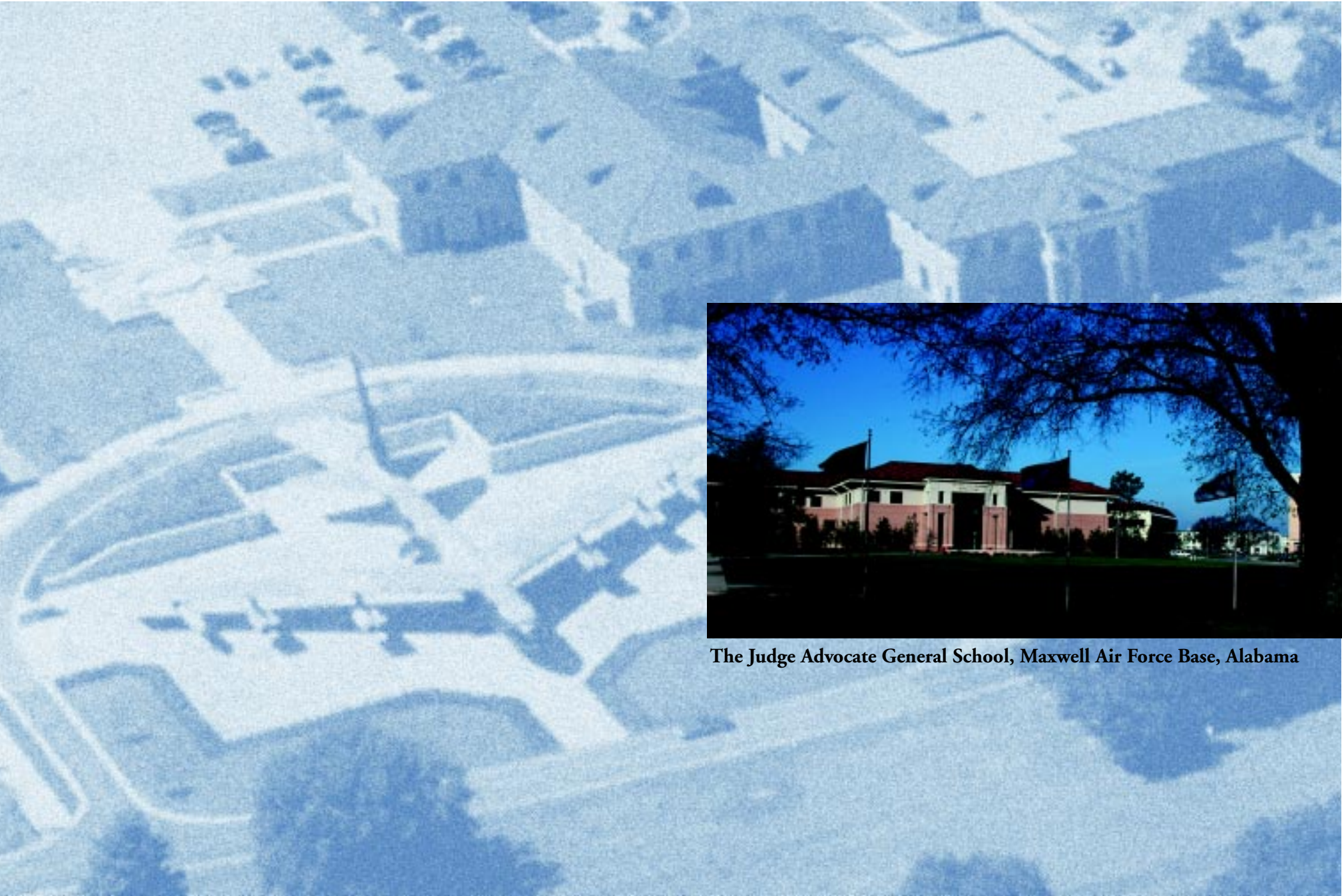
The Judge Advocate General's Department Mission

*To provide full-spectrum legal services that support Air Force
people, operations, readiness, and modernization*



More than ever before, today's warfighting teams require legal professionals with a warrior spirit...they are with us today. That's good, because tomorrow's vision will place even greater demands on all of us.

MICHAEL E. RYAN, GENERAL, USAF
CHIEF OF STAFF



The Judge Advocate General School, Maxwell Air Force Base, Alabama


Foreword

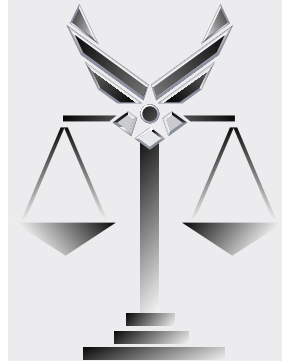
The Judge Advocate General's Department has set its course for the 21st Century. With Air Force Vision 2020 as our guide, and our history and current operations as our bedrock, we have built this Vision—a description of who we are, what we do, and where we're headed.

Service in The Judge Advocate General's Department is remarkably diverse and professionally fulfilling because we are actively engaged in all aspects of the Air Force experience. Our mission takes us from advising the warfighters who employ aerospace power to providing legal assistance to the newest airman basic.

All of our people—officer, enlisted and civilian; Active Duty, Guard, and Reserve—contribute directly to the Department's efforts. We are partners with our fellow airmen in a mission-focused, combat-proven, decisive fighting force—a force that provides the United States with global vigilance, strategic reach, and overwhelming power. It is particularly rewarding for us to provide legal services to America's Air Force, for our nation's armed forces are built on respect for our Constitution and the rule of law.

We call what we do “Full-Spectrum Legal Services” and we've been furnishing them as a Department of the United States Air Force since its earliest days. This document tells that story—and describes how we will provide tomorrow's Air Force with *Full-Spectrum Legal Services—Ready for the Challenges of the 21st Century*.


WILLIAM A. MOORMAN
MAJOR GENERAL, UNITED STATES AIR FORCE
THE JUDGE ADVOCATE GENERAL



The Judge Advocate General's Department

The FOUNDATION

Our People & Our Values

...We succeed because of the professionalism and dedication of our people and their commitment to Air Force core values...

needs us. We are dedicated to serving our fellow airmen and the nation everywhere the United States Air Force is engaged.

We are a Total Force of more than 4,000—officer, enlisted and civilian; Active Duty, Guard, and Reserve—providing the legal services the Air Force requires. We do not operate alone. We enjoy the full support of many: our families; our retirees; colleagues throughout the Department of Defense, federal agencies, and professional associations; the employers of our Guard and Reserve members; and the American people.

We recruit, train, and retain superbly qualified people. We provide them with the education, equipment, and training they need to thrive in The Judge Advocate General's Department.

We are leaders...we uphold the Air Force core values. We help shape an environment that encourages all Air Force people to achieve personal and professional excellence, free of unlawful discrimination and harassment. We will provide the highest level of excellence in legal services to enable them to perform at their best and help them and their families enjoy a fulfilling quality of life.

We will remain committed to our people and their families. Only a Department so dedicated will be worthy of its exceptional men and women.

Air Force Core Values

Integrity First
Service Before Self
Excellence In All We Do

We are the legal professionals of the United States Air Force...proud to be among America's Airmen.

We are warriors...part of the Air Force team that will fight and win whenever and wherever our nation

The Judge Advocate General's Department

The DOMAIN

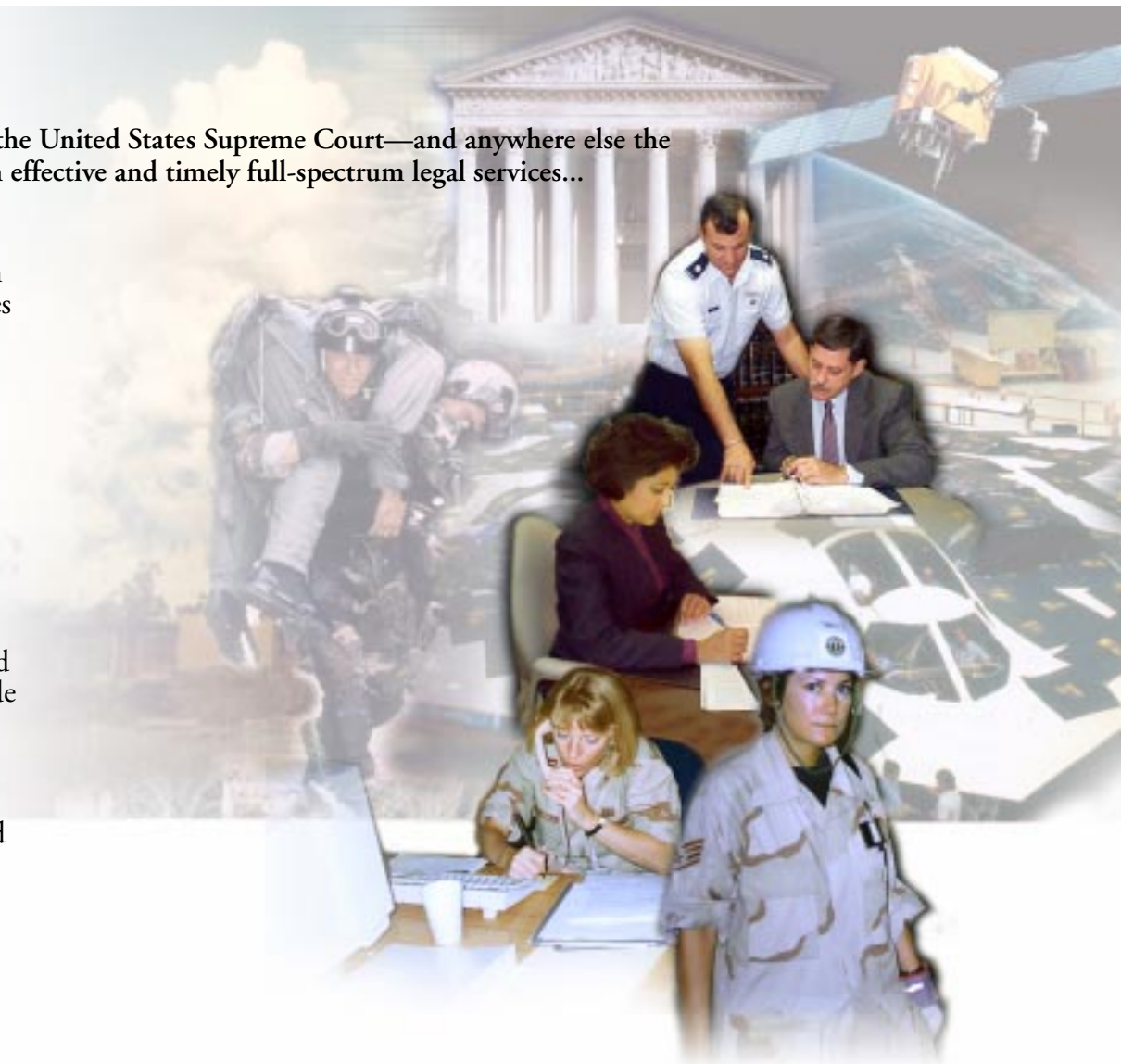
...From forward-deployed operations to the halls of the United States Supreme Court—and anywhere else the Air Force goes—we provide America's Air Force with effective and timely full-spectrum legal services...

We serve an integrated aerospace force—its domain stretches from the earth's surface to the outer reaches of space in a seamless operational medium.

We provide legal services everywhere our Air Force operates: Aerospace Operations Centers, forward operating locations, U.S. and international courthouses, administrative agency hearing rooms, contractors' facilities, disaster and mishap sites, and foreign authorities' offices where we defend the proper legal status of our forces. We promote national security objectives through international military-to-military engagement and educational efforts that advance universal respect for the law and human rights around the world. The Uniform Code of Military Justice grants commanders jurisdiction over our personnel wherever they may be.

To meet wide-ranging needs, legal offices are organized to directly serve commanders and a broad array of clients at wings, higher headquarters, and other Air Force units. Our Headquarters Air Force offices support the Chief of Staff and the Air Staff and work in concert with the Secretariat. The Air Force Legal Services Agency provides specialized advice, counsel, and advocacy as well as litigation, judiciary, defense, claims, and information services for the Air Force. Reaching beyond the Air Force, our people work throughout the Department of Defense and with other agencies. And, we serve in joint organizations at all levels—from forward-deployed units to the Office of the Chairman of the Joint Chiefs of Staff.

We will continue to advise and advocate effectively across this domain—with determination and concern for our commanders, other clients, fellow airmen, and all those affected by our operations.




The Judge Advocate General's Department

The METHOD

Expeditionary Aerospace Force

...We are ready to respond at a moment's notice to protect national interests anytime, anywhere...



We are vigorous and innovative in our efforts to preserve and strengthen the freedom of action our commanders must maintain to command and control aerospace forces. We administer a fair and efficient military justice system that ensures a well-disciplined force and protects individual rights. We staff Aerospace Operations Centers to provide commanders with the immediate legal services that help assure decision dominance over adversaries.

To prepare ourselves to meet the nation's needs, we foster individual readiness. The Air Force Judge Advocate General School develops fully capable legal professionals. Our Guard and Reserve members are integral to our capabilities and provide additional specialized expertise derived from their civilian pursuits. We attend Air Force professional military education and training courses to remain current in aerospace concepts. Our day-to-day training and participation in exercises hone skills essential to meeting increasingly complex operational demands.

We magnify the power of this knowledge by combining it with the latest technological tools. Within moments, any member of the Department can electronically access and search comprehensive legal databases. Simultaneously, our Legal Information Services Directorate can create and distribute unique electronic legal libraries tailored to any deployment or contingency. This Directorate provides these and other worldwide, world-class capabilities which are essential to providing expeditionary legal services.

We will continue to develop attorney and paralegal leaders with the experience, knowledge, and resources that equip them to sustain powerful aerospace capabilities whenever and wherever necessary.

We support integrated air, space, and information operations. Our legal professionals are trained to aid the Air Force in controlling and exploiting the full aerospace continuum. Our JAG-paralegal teams focus on enhancing the expeditionary combat support capabilities that allow the Air Force to operate anytime, anywhere.

The Judge Advocate General's Department

The BUILDING BLOCKS

Air Force Core Competencies

...We serve to advance the mastery of Air Force Core Competencies...

America's Air Force executes its primary mission of aerospace power by mastering its core competencies—operational capabilities built upon the contributions of all Air Force disciplines, among them, The Judge Advocate General's Department.

As the Air Force gains and maintains aerospace superiority and a global attack capability for unhindered joint operations, we develop and implement legal concepts that strengthen and defend Air Force freedom of action. As the Air Force optimizes the great potential of space, we apply our legal expertise and resources to enhance the Air Force's ability to realize its advantages. To preserve Air Force operational training resources, we advocate for the continued availability of training airspace and ranges and advise on sound environmental stewardship practices.

As the Air Force pursues control and exploitation of the information domain, we help establish appropriate legal authority and rules of engagement that enable successful information operations and protect critical information systems.

As the Air Force integrates aerospace capabilities to rapidly find, fix, assess, track, target, and engage anything of military significance, anywhere, we provide timely, precise legal analyses and advice. This helps commanders make legally sound targeting and other operational decisions faster than an adversary can react—the essence of decision dominance.

As the Air Force improves its ability to rapidly position forces anywhere in the world, we promote the creation of deployment-ready legal environments by working to establish favorable agreements with host nations on the legal status of our forces and on the use of foreign installations, facilities, and airspace. Our military-to-military engagement initiatives aid in shaping the international environment in support of national security objectives.

As the Air Force demonstrates greater agility in deploying combat support resources, we field mission-ready teams of legal professionals with the training, equipment, and reachback capabilities they require.

As the Air Force capitalizes more fully on enabling technologies, we support the acquisition process and counter challenges to the lawful employment of the new capabilities they offer.

We will continue to furnish the Air Force with the capabilities provided in the Department's core competencies as our contribution to aerospace power.

Aerospace Superiority

The ability to control what moves through air and space...

...ensures freedom of action.

Information Superiority

The ability to control and exploit information to our nation's advantage...

...ensures decision dominance.

Global Attack

The ability to engage adversary targets anywhere, anytime...

...holds any adversary at risk.

Precision Engagement

The ability to deliver desired effects with minimal risk and collateral damage...

...denies the enemy sanctuary.

Rapid Global Mobility

The ability to rapidly position forces anywhere in the world...

...ensures unprecedented responsiveness.

Agile Combat Support

The ability to sustain flexible and efficient combat operations...

...is the foundation of success.

The Judge Advocate General's Department

The BUILDING BLOCKS

Our Core Competencies

The Department's core competencies support the Air Force's core competencies. We must master our core competencies because contemporary trends, both domestic and international, have caused legal issues to permeate virtually all Air Force activities. Our core competencies underpin our fields of practice...which collectively constitute Full-Spectrum Legal Services.

Our Fields of Practice Numerous & Interrelated

Space • Aerospace Ops Centers • Joint & Combined Operations • Aviation • Courts-Martial • Rules of Engagement • Acquisition
Environmental • International • Target & Weaponing Analysis • Information Operations • Legal Assistance • Defense Services • Disaster/Mishap Response & Claims
Modernization • Fiscal • Status of Forces • Law of Armed Conflict • Humanitarian & Disaster Relief • Force Protection • Quality Force • Preventive Law
Competitive Sourcing & Privatization • Real Estate • International Agreements • Alternative Dispute Resolution • Peace Operations • Information Technology • Nonjudicial Punishment
Intellectual Property • Public Utilities • Int'l Criminal Tribunals • Command Relationships • Civil Affairs • Media Relations • Administrative • Tort Claims
Copyrights • Equal Opportunity • Logistics Agreements • Weapons Reviews • Counter-Drug • Communications • Investigations • Pro- & Anti-Government Claims
Bankruptcy • Employment & Labor • Military-to-Military Engagement • Plans Reviews • Nongovernmental Organizations • Transportation • Appellate • Private Organizations
Commercial • Ethics • Int'l Engagement • Human Rights • Multinational Organizations • Taxation • Foreign Criminal Jurisdiction • Intelligence Oversight
Personnel • Patents • Host-Nation Relations • Foreign Civil Litigation • Interagency Relations • Foreign Military Sales • FOIA • Privacy Act • Medical

The ability to
provide the
warfighter with
full-spectrum
legal services of
any type, at any
place, at any
time...

...advances
military
operations

Operational
Readiness

The ability to
fairly and
efficiently
administer the
military justice
system...

...fosters
morale, good
order and
discipline

Fair Military
Justice

The ability to
provide the
entire Air Force
with valued
programs...

...serves the Air
Force's people,
organizations,
and mission

Robust Legal
Programs

The ability to
rapidly
develop and
deliver
essential legal
information...

...fosters legal
awareness and
compliance

Legal
Information
Mastery

The ability to
counter
challenges to
lawful Air Force
operations and
activities...

...preserves
command
prerogatives

Compelling
Advocacy &
Litigation

The ability to
give decision
makers timely,
accurate legal
analyses and
assessments of
options...

...promotes
informed
decisions

Authoritative
Counsel

O U R • C O R E • C O M P E T E N C I E S

Our CORE COMPETENCIES

...We serve the Air Force by mastering our unique Core Competencies...

Legal Information Mastery - the ability to rapidly obtain, analyze, and communicate legal information. This realm is extensive, including educating and training, researching, managing electronic and other documents, transmitting analyses and advice to decision-makers, and processing Departmental analytical data. We analyze information and its implications perceptively, use it creatively, and express it definitively.

Compelling Advocacy and Litigation

- the ability to advocate, negotiate, mediate, and litigate to preserve command prerogatives so the Air Force can accomplish the mission. In an increasingly litigious world, legal challenges to global military activities continue to grow. The Department employs advocacy, negotiation, alternative dispute resolution, and litigation measures as aggressively as required to ensure that desired outcomes are attained whenever possible.

Authoritative Counsel

- the ability to provide decision-makers at all levels with the information and analyses they need to best evaluate options, assess risks, and make informed decisions within the bounds of domestic and international law. Advice and recommendations that are timely, accurate, balanced, ethical, and realistic, and that reflect the Air Force mission, doctrine, and culture, help leaders to properly resolve complex issues. Decisions based on authoritative counsel sustain the confidence of American and foreign citizens in the integrity of the United States Air Force.

Operational Readiness

- the ability to provide the warfighter with the complete set of legal capabilities at any place, at any time. We maintain the deployment skills necessary to survive and operate wherever the Air Force goes and the expertise to provide necessary legal services in varied environments ranging from fixed facilities to austere deployed locations...from traditional legal offices to aerospace operations centers.

Fair Military Justice

- the ability to field a disciplined force is essential to operational success. Legal professionals effectively assist commanders in the administration of military justice as they maintain the morale, good order, and discipline of their forces. We ethically and expertly fulfill our roles: advisory, judicial, prosecutorial, defense, appellate, and administrative. A military justice system that is fair—in fact and perception—bolsters Air Force core values by properly addressing misconduct, deterring others from wrongdoing, and maintaining the trust of our fellow airmen, host nations, and the American people.

Robust Legal Programs

- the ability to provide valuable and responsive programs such as legal and income tax assistance, defense services, preventive law, claims, and legal training on a variety of subjects. On an individual level, these programs help airmen and their families resolve legal problems so they can focus on their responsibilities and better prepare for deployments. On a broader scale, these programs involve substantial Air Force resources and anyone who is affected by Air Force activities.



The Judge Advocate General's Department

Our FUTURE

Innovation & Adaptation

...How we'll provide tomorrow's Air Force with full-spectrum legal services—ready for the challenges of the 21st Century...

keep pace with the array of opportunities and challenges that will face us, The Judge Advocate General's Department is committed to a course of constant improvement.

We will improve our vigilance in anticipating emerging threats to national interests in the global military-legal environment. We will develop the long-range planning tools that will help us shape our Department so it is best positioned to counter those threats.

We will continually fine-tune our operational readiness architecture to ensure we are fully prepared to respond to the demands of our Expeditionary Air Force. We will be alert to new technologies and make immediate use of those that will benefit the Air Force.

We will recruit, educate, train, and retain the best qualified people and instill in them our traditional cultural ethic...*a client-oriented dedication to duty*. We will be ever mindful that fulfilling our Vision is only possible in a climate that promotes inspirational leadership, guarantees equal opportunity, and values our diversity.

We will accomplish these things by harnessing the immense talent and innovative energy our people share. Through their imaginations and hard work we will supply the 21st Century Air Force with fast, responsive, reliable, full-spectrum legal services of the highest quality possible.

The Air Force is an innovative, adaptive force, born of change—which remains an essential part of our character as we confront an uncertain future. To

The Judge Advocate General's Department

Our COMMITMENT

Keeping the Trust

We **join** with the entire Air Force—Active Duty, Guard, and Reserve; military, civilians, and their families—as partners in our nation's security. We extend our partnership to the Joint Team and work effectively with soldiers, sailors, marines, and coast guardsmen anywhere our nation's interests and its people are at risk. And, we maintain an equally firm commitment to live up to the trust of our multinational partners in the combined environment.

We **will** never forsake the trust our Air Force clients and the American people place in us. They count on us to provide commanders and other Air Force members with the legal services they need to execute their missions and give vital assistance to individuals.

We **will** stand with our fellow airmen in protecting our nation's ideals, security, and prosperity and in keeping faith with the nation.





Our History

1775 - Continental Congress adopts modified British Articles of War for use by the Continental Army; including provision for a "Judge Advocate of the Army"

1775 - Lt Colonel William Tudor appointed as the first "Judge Advocate to the Continental Army;" title becomes "Judge Advocate General" in 1776

1800s -1930s - Congress, U.S. Supreme Court, and military service directives define the military legal system

1939 - Separate Army Air Corps judge advocate staff created

1942 - Office of the Air Judge Advocate of the Army established

1942 - Army Air Corps Legal Aid Clinic created at Lowry Field, Colorado, influencing creation of Army-wide policy

Pre-
1947

18 Sep 1947 - The National Security Act establishes the USAF. The Air Judge Advocate, Colonel Desmond O'Keefe is instrumental in providing a legal rationale for a separate AF and later successfully advocates for the creation of the office of TJAG

1947 - Mr. Wade Koontz becomes the first "supergrade" attorney (GS-16) when he is appointed as the first chief of the Patents Division

1948 -The AF Military Justice Act creates the Office of TJAG and the AF Chief of Staff (CSAF) designates the initial 205 AF judge advocates



8 Sep 1948 - First AF TJAG, Major General Reginald Harmon, takes office

25 Jan 1949 - AF General Order #7 establishes The Judge Advocate General's Department (TJAGD), thus signaling the intention to fully integrate within the Air Force structure

13 Jul 1949 - CSAF establishes the TJAGD Reserve

1949 - The AF is the first service to publish bound court-martial reports ("Blue Books"), followed by the joint-service court-martial reporter ("Red Books") in 1952

1949 - The Air Materiel Command SJA is designated as chief trial attorney to represent the AF in administrative appeals of contract disputes

1947...



1950-53 Korean War - TJAGD builds the AF legal system and implements the new UCMJ in wartime

1950 - The Uniform Code of Military Justice (UCMJ) signed by President Truman to become effective on 31 May 1951

1950 - AF Judge Advocate General (AFJAG) School is organized at Maxwell Air Force Base, Alabama, and the inaugural JAG Staff Officer Course class graduates in 1951

1952 - Aviator JAGs forced to make "JAG or pilot, but not both" election

1955 - AFJAG School closes; on-the-job-training used instead; it reopens in 1968

1957 - The launch of Sputnik by the USSR heightens TJAGD involvement in space law

1958 - Legal Specialist career field established by separating from the administrative career field—it had been an administrative career field specialty since 1955

1959 - USAF JAG Bulletin published; renamed the AF JAG Law Review in 1964 and becomes the Air Force Law Review in 1974

1950s

1961 - Thomas H. King, the first reserve Assistant to TJAG, becomes the first reserve JAG promoted to brigadier general

1961 - Colonel Calvin M. Vos foresees legal research applications for data automation and organizes a team that creates Legal Information Through Electronics (LITE)

1962 - TJAGD begins practicing labor law under President Kennedy's Executive Order 10988

1962-75 - Vietnam Conflict. TJAGD confronts extraordinary discipline, claims, and protest problems on bases, in the courts, and in the combat zone

1965 - Department of Defense appoints the AF as Executive Agent to manage and operate LITE, which is transferred to TJAGD in 1969 and becomes FLITE (adding "Federal") in 1974



1967 - CSAF approves judge advocate badge

1968 - Military Justice Act more closely aligns military justice with the federal criminal justice system and requires independent trial judiciary. USAF Trial Judiciary established, followed by the AF Court of Military Review in 1969 (renamed the AF Court of Criminal Appeals in 1994)

1969 - Forensic Medical Consultant-Advisor Program initiated to provide specialized services to the AF medical community

1960s

...More than Fifty Proud Years Built upon Two Centuries of American Military Law

1970 - Enactment of the National Environmental Policy Act marks the beginning of a dramatically heightened TJAGD involvement with environmental issues and litigation

1970 - Chief Master Sergeant Steve Swigonski assigned as first Special Assistant to TJAG for Legal Airman Affairs

1972 - Legal Services Specialists Course opens at Keesler AFB, Mississippi

1 Jan 1974 - Area Defense Counsel pilot program launched. The first U.S. independent military defense system, it is approved by CSAF on 22 Jul 1975

1974 - First Funded Legal Education Program students selected for law school attendance

1974 - Judge advocates, while retaining line officer status, are moved to a separate promotion category as a force management measure

1977 - Brigadier General James Hise becomes first Air National Guard Assistant to TJAG

1 Jul 1979 - The AF Legal Services Center (AFLSC) stands up as a separate operating agency. On 1 Sep 91, it becomes the AF Legal Services Agency (AFLSA), a field operating agency



1980 - Major General James Taylor, Jr., becomes the first 2-star Deputy Judge Advocate General

1983 - Military Justice Act authorizes direct court-martial appeal to the U.S. Supreme Court

1988 - FLITE implements an online computer-assisted research system which allows direct access from field offices in the U.S.; it goes worldwide in 1993

1988 - Legal Services Specialists redesignated as Paralegals

1989 - Operation JUST CAUSE (Panama). A theater-level legal staff is fully integrated in crisis action planning



1990-91 - Operation DESERT STORM (Iraq and Kuwait). Full-spectrum legal services realized—from mission planning to multi-faceted legal support at deployed locations and home bases

1991-92 - Mt. Pinatubo eruption destroys Clark AB and Hurricane Andrew devastates Homestead AFB, creating unprecedented demands on claims disaster response teams

1993 - AFJAG School moves to new Dickinson Law Center at Maxwell AFB, Alabama and incorporates all TJAGD courses there

1994 - Paralegal badge approved



1996 - Brigadier General William A. Moorman is the first judge advocate to serve as Airborne Emergency Actions Officer in charge of LOOKING GLASS command and control mission

1996 - WebFLITE born; FLITE becomes the first computer-assisted legal research system to be accessible via the World Wide Web

1997 - Paralegal Journeyman Course is AF's first on compact disk

1997 - Inaugural JAG FLAG exercise trains JAG-paralegal teams for deployments in realistic scenario-based environment

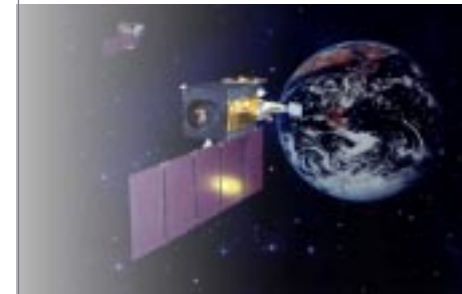
1997 - Lt Colonel Kim L. Sheffield is the first AF JAG to argue before the U.S. Supreme Court (in U.S. v. Scheffer)

1998 - TJAGD instrumental in drafting the initial Model Code of Military Justice for the Americas

1991-1999 - Southwest Asia, the Balkans, Africa, and the Americas. The Department's mission continues its progression, both in wartime and in diverse "military operations other than war" and features the expansive forward presence of Guard and Reserve legal professionals

1999 - Air War over Serbia. Legal professionals provide unprecedented levels of support in areas such as target planning and humanitarian relief operations

2000 - TJAG Online News Service, a weekly e-mail newsletter to all legal offices and Air Reserve Component personnel, is launched



2000 - Continuation Pay implemented for judge advocates to enhance retention

2000 - The first Joint Air Operations Center Legal Advisor Course is held at Hurlburt Field, Florida, to provide the specialized skills needed by legal advisors to Joint Forces Air Component Commanders and their staffs

2000 - First worldwide TJAGD Host-Nation Legal Advisors' Conference signals new phase of international engagement

2000 - and beyond. Legal professionals continue to serve whenever and wherever the Air Force needs them



1970s

1980s

1990s

2000

The • Judge • Advocate • General's • Department • 21st • Century



We will reach beyond today's frontiers to provide full-spectrum legal services throughout the entire aerospace continuum - from deployed locations to the depths of space - from traditional warfare to battlefields yet undreamed of...